

STATE OF CALIFORNIA

ARNOLD SCHWARZENEGGER
Governor

Department of Alcoholic Beverage Control
Department of Corporations
Department of Financial Institutions
California Highway Patrol
California Housing Finance Agency
Department of Housing & Community Development
Department of Managed Health Care



SUNNE WRIGHT McPEAK
Secretary

Department of Motor Vehicles
Office of the Patient Advocate
Department of Real Estate
Office of Military & Aerospace Support
Office of Real Estate Appraisers
Office of Traffic Safety
Department of Transportation

BUSINESS, TRANSPORTATION AND HOUSING AGENCY

DATE: May 16, 2006

TO: California Partnership for the San Joaquin Valley
Board Members, Liaisons and Designees

FROM: Sunne Wright McPeak, Chair

RE: Summary of Options on Organizational Structure

The Governor's Executive Order establishing the California Partnership for the San Joaquin Valley expires late in 2006. While significant accomplishments can be attributed to the work of the Partnership to date, the real changes that must be brought to the region will take a sustained effort over time -- perhaps ten years or more.

An ongoing effort is required to:

- Ensure continuity and commitment.
- Leverage existing resources.
- Provide mechanisms by which existing organizations can take ownership for implementation.
- Measure accountability for progress.
- Provide regular reporting to the public.

Six organizational models have been suggested or discussed in order to continue with the efforts of the Partnership now underway. Each assumes a ten year horizon, sun-setting in 2017, unless reauthorized by Executive Order or legislation. The continued involvement of the Federal Interagency Task Force and a commitment of federal funds for that purpose is also assumed. Any of the models should be structured to be able to make grants for local projects and Work Group support, be responsible for an annual meeting or convening for an annual report to the Governor and the Legislature, and to facilitate annual adjustments to the work plan if necessary.

1) Maintain Existing Structure

This proposal would extend the current Executive Order, maintaining the structure, scope of work, and principles of the Governor's Partnership for the San Joaquin Valley. It would provide resources to the supporting groups and individuals that staff the Work Groups and coordinate overall Partnership activities. The personal engagement of cabinet level gubernatorial appointees would continue, bringing ongoing visibility to the process. Expanded public outreach programs would be funded to help develop regional consensus for the implementation of the Partnership recommendations.

2) Using Existing Government Institutions

The state could contract with existing multi-jurisdictional government institutions for selected activities that continue the November 2006 Partnership recommendations.

Councils of Government (COGs)

The Councils of Governments for the eight San Joaquin Valley counties could enter into a Joint Powers Authority (JPA), contracting with one COG to assume responsibility of Oversight and Administration and another COG to act as the Fiscal Agent in order to coordinate the implementation of the Partnership Strategic Report. The COGs are already positioned to take the strategies and recommendations of the Land Use and Transportation Work Groups to form the basis for a Blueprint Plan for the region and additional capacity would be added through the COGs to oversee the additional work of the other work groups and recommendations.

Higher Education

The Community Colleges, the California State University (CSU) system and the University of California (UC) system are all functioning within the San Joaquin Valley. Through a Joint Powers Authority, or contract between the State of California and the institutions of higher education in the region there could be a special charge to oversee the ongoing work of the Partnership and the implementation of the Work Group recommendations. The colleges and universities already encompass Partnership support, through CSU Fresno and the Great Valley Center, now a partner of UC Merced.

3) San Joaquin Partnership

The San Joaquin Partnership would be a natural evolution of the existing California Partnership for the San Joaquin Valley. The Partnership would be focused on the accomplishment of the policies and implementation of the goals and strategies developed under the Governor's Executive Order. It would be designed to make what is already working, work better. The Work Groups would be focused on refining strategies and implementing the achievable goals identified in the report to the Governor. The Partnership Policy Board would consist of a Chairperson, appointed by the Governor, two State Legislators (one Republican and one Democrat), representatives of each of the Work Groups, city and county representatives from each of the counties, representatives from the Blueprint (COGs) and the Air Pollution Control District, and other members chosen by

the Partnership Policy Board. The Partnership Policy Board would meet quarterly and a Steering Committee chosen by the Partnership Policy Board would meet monthly. The Partnership Policy Board would be responsible for Work Group strategy implementation and follow up, budgets, cross functional coordination, communications, metrics, annual progress reports to the Governor and the Legislature, and an annual convening and update for the region. The Partnership Policy Board would encourage pilot projects and provide grants and technical assistance through a small administrative and support staff. The effort could be housed within an existing agency or non-profit organization to leverage resources and reduce redundancy.

4) Joint Commission for the San Joaquin Valley

The state would establish a commission charged with refining and implementing the recommendations of the California Partnership for the San Joaquin Valley as contained in the November 2006 Partnership Report. It would consist of 36 members appointed by the Governor (except for two federal elected representatives and two state legislative representatives) chosen from nominees submitted to the Governor by local government, private sector individuals and others. A full-time Chief of Staff would be assigned to work for the Commission Chair. In addition, a full-time equivalent (FTE) employee would be made available to serve as staff to every three to five Work Groups. Work Groups would be chaired by a member of the Commission based on knowledge, skills and interest. In addition, Advisory Councils would be established, also chaired by a member of the Commission. Advisory Groups, established as appropriate by the Commission, would be responsible for providing views and recommendations from stakeholder groups such as the Mayor's Conference, the COGs, the Chambers of Commerce, agriculture and other industry sector groups, non-profits, etc. Funding for the Commission would be provided on an equal basis by state, federal and private sector sources.

5) San Joaquin Valley Council

This Council would champion the ten year strategic plan adopted in by the California Partnership for the San Joaquin Valley and advance other region wide initiatives that would have a positive impact on the San Joaquin Valley. The Council would also engage in leadership development and would continue efforts to elevate the profile of the San Joaquin Valley. It would be composed of various regional governmental and stakeholder group representatives and others, such as Counties' Association, Conference of Mayors, COG working groups, WIBs, EDCs, Chambers of Commerce, Farm Bureau, City Manager's Association, colleges and universities, SJVAPCD, K-12 Superintendents, City Managers Association, CAO Associations, Higher Education Consortia, etc. The existing Work Group structure of the California Partnership for the San Joaquin Valley could be used to engage subject matter experts and solicit input from the region. A new 501c3 organization could be established to administer and coordinate the work of the Council. The Council would consider the establishment of a separate advocacy component or political action committee to help advance San Joaquin Valley interests in other arenas.

6) Disbursed Activities

This model envisions that the work of the California Partnership with the San Joaquin Valley would pass to stakeholders and interest groups within the region, with no overarching framework. Accountability would be to and through the region and the cooperating state agencies. Land use and transportation recommendations from the Partnership report would be further developed and implemented by the Blueprint Planning grant through the Councils of Government. Health and human services implementation would be assigned to the eight counties. Economic development would be the responsibility of the Regional Jobs Initiative, the local EDCs and Chambers of Commerce. The workforce strategies would pass to the WIBs and other local interests, etc. The education initiatives through the county Superintendents, etc.

Each of these models presents different strengths and weaknesses. They are presented only as the basis for discussion; the final decision might require further detail on any of the proposals, might find none of the proposals acceptable, or might include concepts from several of the ideas.